Working Meeting Report

February, 2012

Manitoba Agriculture, Food and Rural Initiatives

Manitoba
Agriculture, Food
and Rural Initiatives

Rural Development Institute, Brandon University

Brandon University established the Rural Development Institute in 1989 as an academic research center and a leading source of information on issues affecting rural communities in Western Canada and elsewhere.

RURAL DEVELOPMENT INSTITUTE

RDI functions as a not-for-profit research and development organization designed to promote, facilitate, coordinate, initiate and conduct multi-disciplinary academic and applied research on rural issues. The Institute provides an interface between academic research efforts and the community by acting as a conduit of rural research information and by facilitating community involvement in rural development. RDI projects are characterized by cooperative and collaborative efforts of multi-stakeholders.

The Institute has diverse research affiliations, and multiple community and government linkages related to its rural development mandate. RDI disseminates information to a variety of constituents and stakeholders and makes research information and results widely available to the public either in printed form or by means of public lectures, seminars, workshops and conferences.

For more information, please visit www.brandonu.ca/rdi

RURAL BY DESIGN
WORKING MEETING REPORT

February, 2012

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Research Manager
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Table of Contents

Working Meeting Report

Working meeting took place on Monday, February 27th, 2012

Rural By Design Project Information

Project Purpose

Discover attitudes and needs of leaders to use foresight to gain insight on possible future choices impacting rural economic development (RED) challenges and opportunities, locally and regionally. This will be a phased approach beginning 2011: Year 1) future readiness essentials & scenarios; Year 2) attitudes, rural value chains & opportunities; Year 3) dilemmas, innovation, and actions.

Project Research Question

How will improving 'future readiness' of service providers result in improved decisions for rural economic development in Manitoba?

Overview of the Feb 27th Working Meeting

Meeting Purpose

There were multiple purposes for the working meeting and the pre and post meeting questions which were created to support the intent of the meeting. The first was **to discuss** the extent to which MAFRI staff, represented by the Southwestern GO team and selected Knowledge Management staff, understand and use futures-oriented planning approaches. For a full list of attendees please look to Appendix A. The second purpose was **to build capacity of** the participants with respect to futures-oriented planning approaches, in a brief and summarized way, about the potential applications and implications of using futures-oriented materials in their work. The third purpose was **to discuss** the interest of the participants in using futures-oriented materials in their work, and to what extent.

Actions

The pre and post materials, delivered by online media and social media included an interactive blog and YouTube videos. The working meeting, facilitated by Darren Swanson of the International Institute for Sustainable Development's Foresight Group, led the participants through a learn-by-doing activity focused on the scenario planning approach – one example of a futures-oriented planning approach. For the full meeting agenda and work plan for self-directed activities see Appendix A and B. The pre working meeting videos were watched by roughly five people and the post working meeting blog was joined by one person.

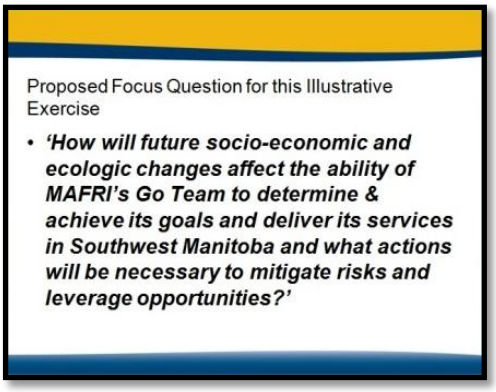
Working Meeting Delivery Team

Wm. (Bill) Ashton, Director of the Rural Development Institute, Brandon University; **Darren Swanson**, Deputy Director, Natural and Social Capital Program and IISD Foresight Group, International Institute for Sustainable Development; **Deepa Mehta**, Research Manager, Institute for the Future; and **Allister Cucksey** and **Ian Shanghvi**, Student Research Assistants, Rural Development Institute, Brandon University. For the full bios please look to Appendix C.

Scenario Planning Step 1: Clarify the Focus Question (slides 21-24)

Purpose

To answer the question: 'How will future socio-economic and ecologic changes affect the ability of MAFRI's Go Team to determine & achieve its goals and deliver its services in Southwest Manitoba and what actions will be necessary to mitigate risks and leverage opportunities?'



Actions

In a plenary discussion the participants engaged in a group discussion to clarify the draft focus question presented. Additionally, participants articulated the goals and mandates of the Manitoba Go Teams in southwest Manitoba.

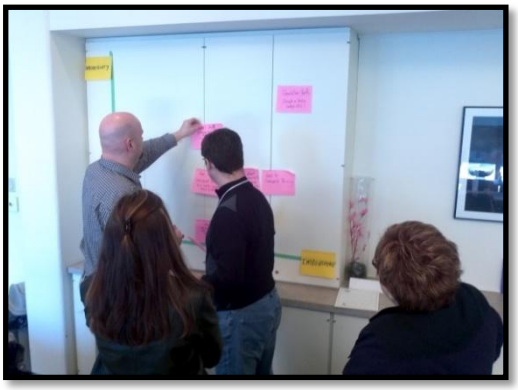
Results

The focus question finalized in the session is shown in the above slide. The goals and mandate of the Go Team in southwest Manitoba was articulated by participants as including: support economic development, build vibrant rural communities, support primary production, agricultural diversification, support environmental initiatives, and engage in entrepreneurship development. The types of services provided include: "First impressions" program, CED programs, business development / entrepreneurship programs, supporting regional economic development groups (funding & guidance), and facilitating community planning.

Scenario Planning Step 2: Identify critical uncertainties (slides 25-32)

Purpose

To answer the question "What socio-economic and ecologic factors are most important to your goals and service delivery in southwest Manitoba?" Then to answer the question "Which of these are most uncertain in terms of how they might evolve? Which are most important?"



Actions

In two groups the participants had ten minutes to answer the first question, writing their responses on large sticky notes. Then they had another ten minutes to place those sticky notes on the wall in relative order of importance and uncertainty.

Results

The factors of high importance to both teams in relation for achieving their goals and services are as follows: (for a more detailed listing look to Appendix D). **Climate change**: whether you are

certain it is variable or uncertain due to its variability, the changing climate and weather is of high importance. **Demography**: there is a certain shift in the population, and though the specifics of what that looks like may be in question (aging vs. increased youth, decreasing vs. increasing) it is extremely important to keep an eye on this. **Educated work force**: both teams made clear the need for a more educated work force. **Infrastructure**: there is a strong need for updated technology, communications and transportation infrastructure.

Scenario planning step 3: Develop scenarios of the future (slides 33 – 46)

Purpose

To review scenario based on population projections (a factor identified as important in Step 2) for southwest Manitoba and answer the question "what might be the impact of these population scenarios on your goals and service delivery in southwest Manitoba?

Actions

In plenary the participants were shown population projections produced by the Rural Development Institute team based on Statistics Canada projections. Then, still in two groups the participants had 20 minutes to list the impacts of these projections on large sticky notes.

Results

Team 1 pointed out that given the population projections there would be changes in **staffing and program requirements**; decreased agricultural development, increased CED / business development, and training requirements would be different. **How they deliver services and programs** would need to change, reflecting an increased need business development & entrepreneurship. **Brandon's growth** would mean that services would not be as relevant as in RMs, and communities around Brandon, resulting in decreased staff in these areas. The **First Nations communities growth** would mean increased federal partnerships and provincial service delivery may change to these communities.

Team 2 pointed out that there would be higher demand for government services / programs, increased demand for tech (resulting in greater infrastructure needs), and service needs changing resulting in more private partners delivering government programs.

Scenario planning step 4: Actions to mitigate risks and leverage opportunities (slides 47-52)

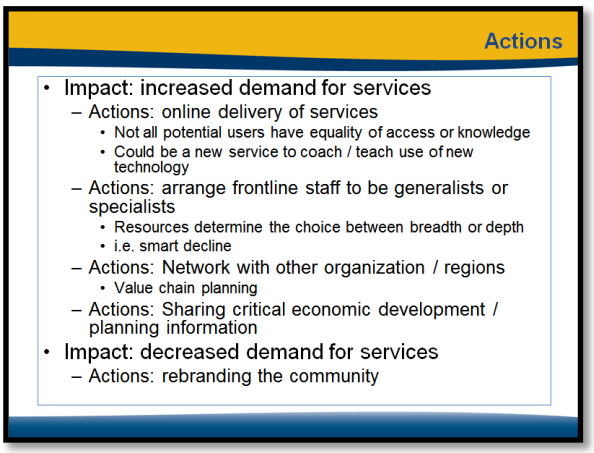
Purpose

To think about the actions Go Teams might need to take to mitigate the risks and leverage the opportunities identified in step 3.

Actions

In plenary a round-robin approach was used to elicit impacts and actions from the participants.

Results



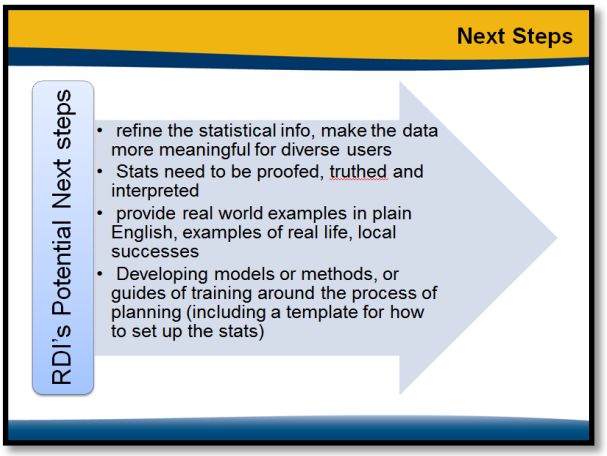
Two impacts were chosen to focus on due to time constraints. All the responses are in the image to the right, but to summarize; the **first impact was the increased demand for services**. The actions needed for this were online delivery of services, arranging frontline staff to be generalists or specialists as needed, networking with other organization / regions, and sharing critical economic development / planning information. The **second impact was the potential decreased demand for services**, the action for which was rebranding the community.

Reflections and next steps (slides 53 to 57)

Purpose

To get the impressions from the participants as to how they feel scenario planning and other futures-oriented planning approaches might be applied in their work, and what they feel are the next steps for the Rural by Design project.

Actions



In a plenary discussion using the round-robin approach to ensure everyone was heard the participants answered the questions, asked some questions of the speaker(s), and discussed as a group with the speaker(s) about the use of futures-oriented materials and next steps for both MAFRI and the Rural By Design team.

Results

How might scenario planning and other futures-oriented planning approaches be applied at MAFRI?

Applications:

- Research question: is there a way to search out an agency / organization to play this role
- Could be used to determine / reform program delivery in harmony with other provincial departments based on a common and shared geographical basis
- Decide the overall purpose: to teach MAFRI to plan for the future or to teach MAFRI to interact with other organizations to enact plans
- Could be useful for the 5-year committee to look at this to develop in-house expertise in scenario planning for in-house and in communities
- Can be a tool for the purpose of looking at the next steps
- Could be useful as a tool in the tool box, comfortable with being able to take the lead
- Specific industry / organization scenario planning sessions can be useful for the Crown Lands management planning
- Help to determine / inform future core competencies needed by staff to meet stakeholder expectations and assist with staff retention and succession planning

Advice:

- Gain buy-in of the government representatives
- The longer term scenarios need to be aware of the fact that the world and people around the table change
- Regional focused actions / initiatives, all stakeholders at the table
- MAFRI needs to determine who are the intermediaries across the province
- Credit Unions / MB Hydro want to work with community resilience, but have trouble knowing who to go to
- There are multiple agencies with multiple geographies / strategies / plans
- Multi-stakeholder council

Questions:

- Who is the intermediary? Who is the keeper of the plan? Keeps other players accountable?
- What does the Cadillac scenario look like? …depends on the need of the agency

RDI's Potential Next steps

- Refine the statistical info, make the data more meaningful for diverse users
- Stats that have been summarized need to be proofed, truthed and interpreted
- Provide real world examples in plain English, examples of real life, local successes
- Developing methods, guides, training around the process of planning (including template for how to set up the stats)

Feedback

Overall the meeting went well with positive uptake from the participants. When asked if the participant's expectations were met, they replied:

- Good seeds, this is a good start
- Like to see tools / training for the future
- Liked the examples

- Liked the use of the continuum (graph of ideas) makes it visual
- Liked the different types of planning, it is the people in the room (doing the planning) that need to be on board
- Good session, it is good as an internal session, but would like to see it as more of a process for the province and in the community, coordinating with other agencies
- The pre-work material was overwhelming, needs to be more focused and inspiring
- The process was overwhelming at times but informative
- I spent half the day figuring out if it was for MAFRI internal vs. MAFRI external with clients, I hope that at the end of the day it will be practical advice , a tool and real world examples. Avoid bundling as academic exercise / using jargon. On the scale of academe vs. applicable, the one real advantage this group has is that it is a made in Manitoba solution
- If there is some way of getting us (Manitoba crown lands) down the path of this process - crown lands-
- Good sign that non-MAFRI were here, the one advantage to this is that it is so flexible, can be used from MAFRI governance to community clients, this reduces the disconnect, and increases communication
- Cross departmental challenge- different departments have different definitions / terms - this creates a common ground

For a complete copy of the slides used in handout format please refer to Appendix E.

Appendix A: Agenda, attendance & images of the day

Agenda for the day

Warm-up RED puzzle exercise and Introductions
Welcome and overview
Introduction to Futures-oriented Planning Approaches
Scenario Planning Step 1: Clarify the focus question? *How might MAFRI's Go Team better achieve its goals and services in light of anticipated changes in Southwest Manitoba?*
Scenario Planning Step 2: Identify key factors and drivers
Scenario Planning Step 3: Develop scenarios of the future
Lunch and Feature Presentation Deepa Mehta, Institute for the Future**: Futures Thinking in a Planning Context**
Scenario Planning Step 4: Actions to Mitigate Risks and Leverage Opportunities
Reflections and Next Steps

MAFRI staff

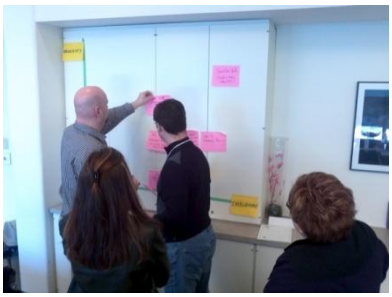
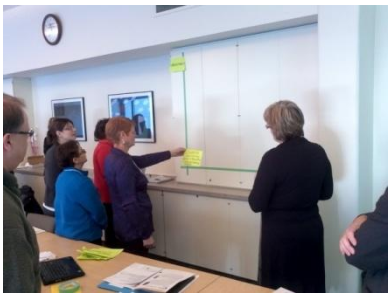
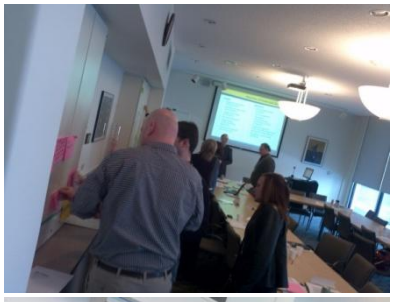
1. Bobbie Robertson, Acting Director
2. Grant Carlson, Project Manager
3. Laurie Crowe, Business Development Specialist – Entrepreneurship
4. Elaine Gauer, Land Use Specialist
5. Kevan Sumner, Rural Policy Analyst
6. Joy Dornian, Business Development Specialist - Community Development
7. Peter Reimer; Strategic Projects Leader
8. Leanne Tibbatts, Rural Leadership Specialist
9. Ruth Mealy; Business Development Specialist - Project Manager
10. Shauna McKinnon, Business Development Specialist
11. Ann Dandeneau, Business Development Specialist
12. Bonnie Nay-Draper, Manager, Western Regional Office

Other Manitoba government

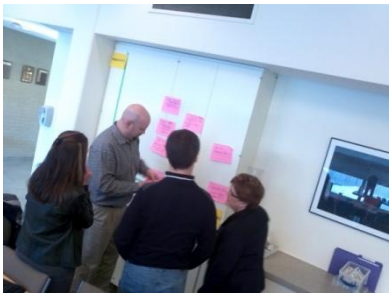
1. Peter Anderson, Community Planner for Manitoba Local Government
2. Jana Schott, Project Manager for Manitoba Entrepreneurship, Training and Trade

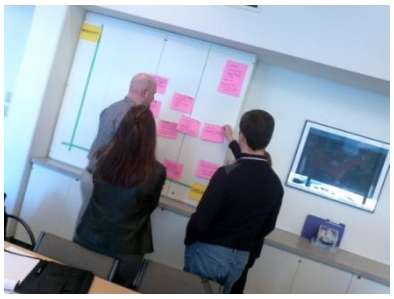
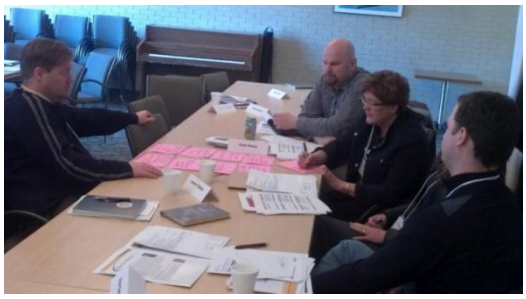
With regrets

13. Gail Nykoliation
14. Terry Brown, Regional Manager for Manitoba Local Government





Appendix B: Work Plan for Self-Directed Activities

Self-directed Assignment		Working Meeting
Objectives	*Build knowledge*	*Create experiences*
Aware of a range (can list 3) of future planning techniques.	• Ian's PPT (see Appendix E)	• Slides 12-19
Understanding of the extent to which activities (in their mandated position) relate to the future.	• An example relevant to RED: Palliser Region, Alberta: Palliser Futures Project (12:40) *NB: You can only watch the first 3-5 minutes.* • Christ Ryan: Victorian Food Supply Scenarios (1:16) Questions to ponder for the coming Working Meeting: 1. What three areas of MAFRI currently excel in future planning in your opinion? 2. How will a better understanding of scenario planning benefit your MAFRI work?	• Slides 21-32
Have had the experience of creating a scenario, have a sense of some of the key questions to ask in order to build a scenario on their own.	• Paul Schoemaker, Ph.D.: Why Scenario Planning (3:02) Question to ponder for the coming Working Meeting: 3. How do you relate the rationale of scenario planning to what you do?	• Slides 33-46
Have had the experience of using a scenario, have a sense of the practical applications of scenario planning.	• Paul Schoemaker, Ph.D.: Using Scenario Planning to Prepare for Uncertainty (1:44) Questions to ponder for the coming Working Meeting: 4. What uncertainties do you sense in relation to the future of the community you serve? 5. What role might scenario planning play in preparing for those uncertainties?	• Slides 47-52
List of possible next steps in the rural by design issue.		• Slides 53-57

There was a post-working meeting blogging assignment, however only one participant signed up to participate in the blog and they only commented on the working meeting feedback form.

Appendix C: Biographies

Wm. (Bill) Ashton

Rural Development Institute, Brandon University

Bill Ashton contributes to local and regional development agencies, including Westman Community Futures board and the Manitoba Minister's Immigration Council. In his recent doctoral research he gained insight about developing policy from influential policy makers across Canada in government, businesses, and environmental organizations. Over his career, he has directed the development and delivery of transforming leadership programs for professionals. His applied research on rural issues has contributed to self-directed information guides on such diverse topics as watershed management with the United Nations University, housing needs analysis, crime prevention, and community economic development. A hallmark of Bill Ashton's practice is the consistent engagement with those facing the issue and those implementing the response. He has taught and completed a variety of research projects at Mount Allison University and the University of New Brunswick. His career in local, regional and provincial governments and his own entrepreneurial activities have taken him from Newfoundland to British Columbia and to the Yukon. To build knowledge, Bill has published peer reviewed journal articles, book chapters, magazine stories, manuscripts, and reports on many important social, economic, and environmental issues facing rural and northern communities and regions in Canada. Research Interests include:

- Policy formation and community-based development
- Leadership development, partnerships, and governance
- Future trends and problem-solving strategies

Darren Swanson, Deputy Director

Natural and Social Capital Program and IISD Foresight Group, International Institute for Sustainable Development

Darren Swanson is Deputy Director of IISD's Natural and Social Capital program and leader of the IISD Foresight Group. He is a professional engineer and strategic management consultant with twenty years of experience in the public and private sectors. Mr. Swanson assists governments and corporations around the world in the collective pursuit of sustainability, accountability and adaptability. His core areas of expertise include sustainability strategies, scenario planning and strategic foresight, indicator information systems, integrated assessment methods and adaptive policy-making approaches. He is the lead editor and author of IISD's recent book entitled 'Creating Adaptive Policies: A Guide for Policymaking in an Uncertain World', and is co-editor and co-author of the United Nations Environment Program's training manual on Integrated Environmental Assessment and Reporting.

Education

- Master of Public Administration in International Development (2002): Harvard University.
- Master of Geo-Environmental Engineering (1995): University of Saskatchewan.
- Bachelor of Civil Engineering (1991): University of Saskatchewan.

Deepa Mehta, Research Manager

Institute for the Future

Deepa is a Research Manager at the Institute for the Future where she focuses on commercial, industrial, and societal responses to technological change. She works closely with IFTF Distinguished Fellow Bob Johansen and together they interact with clients to help translate strategic foresight into actionable insights.

Having lived and worked in Mumbai, Los Angeles, London, New York, and San Francisco, Deepa brings an interdisciplinary, cross-cultural lens to futures thinking. Trained in urban planning and political economy, Deepa enjoys studying the changing dynamics of industrial, economic, and cultural value chains, and what this means for people living and working in cities.

Deepa also serves on the steering committee of Shipyard Community Arts, a San Francisco-based arts organization committed to community revitalization. She holds an MSc in Urban Planning from Columbia University and a BA in Political Science from Rutgers University.

Allister Cucksey, Student Research Assistant

Rural Development Institute, Brandon University

Allister is a Masters of Rural Development student at Brandon University. His research interests include alternative agricultural practices, ecovillages, alternative crops, rural livelihoods, food security, cooperatives, permaculture, resource efficiency, resource and land use planning, urban and rural studies and anything to do with community development.

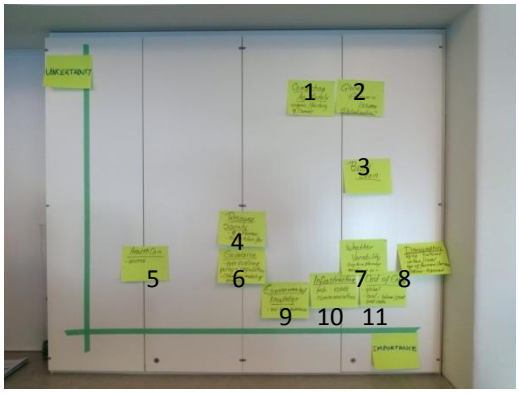
Ian Shanghvi, Student Research Assistant

Rural Development Institute, Brandon University

Ian is involved with several RDI projects as a Student Researcher. He was born and raised in Tanzania, and holds a B.A. (Hons) in Geography and Environmental Studies from the University of Dar es Salaam. He is currently pursuing a Masters Degree in Rural Development, with the interest for his thesis being in micro-finance.

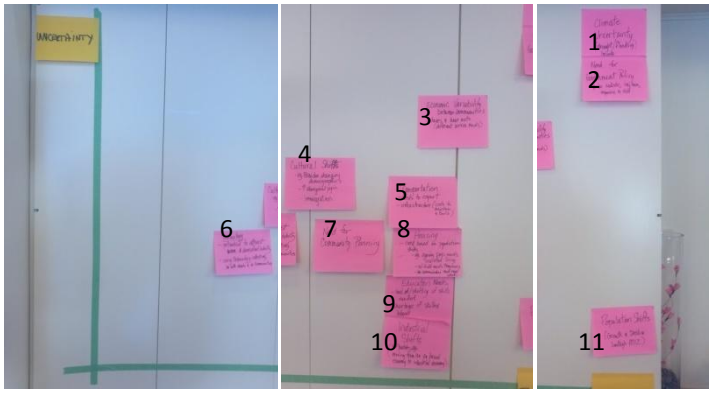
Appendix D: Scenario Planning Step 2

Team 1



1. Competing agricultural models
   1.1. Large vs small
   1.2. Industrial (factory / conventional) vs organic
2. Global economic issues
   2.1. Globalization
3. Brain drain
   3.1. The effects of the youth / educated populations' outmigration from rural areas
4. Resource scarcity
   4.1. Funding and human resources
   4.2. The potential increases in competition for these resources
5. Health care access
6. Governance
   6.1. ever evolving policy and regulations
   6.2. changing models of governance
7. Weather variability
   7.1. Long term planning needed
   7.2. Moisture excesses and droughts
8. Demography
   8.1. Aging population
   8.2. Aging farmers / business owners
   8.3. Urban (Brandon, Winnipeg) and rural centres (Portage la Prairie) vs rural areas
   8.4. Increasing transient labour pool
9. Environmental knowledge
   9.1. our own awareness
10. Infrastructure
    10.1. Technology
    10.2. Roads
    10.3. Communications
11. Cost of energy
    11.1. Global cost volatility
    11.2. Local costs of labour and production
    11.3. Local production costs

Team 2



1. Climate uncertainty
   1.1. Long term planning needed
   1.2. Moisture excesses and droughts
2. Need for government policy
   2.1. To be realistic, long term, responsive to staff
3. Economic variability between communities
   3.1. Haves and have-nots
   3.2. Different service needs
4. Cultural shifts
   4.1. Brandon's changing demographics
   4.2. Increasing aboriginal population
   4.3. Immigration
5. Transportation
   5.1. Costs to export
   5.2. Infrastructure (costs to maintain and build)
6. Technology
   6.1. Potential to attract diversified industry
   6.2. Using technology effectively with clients and in communities
7. Need for community planning
8. Housing
   8.1. Need based on population shifts
      8.1.1. Aging population needs assisted living
      8.1.2. Oil fields needs temporary
      8.1.3. Small communities need new stock
9. Education needs
   9.1. Level / shifting of skills needed
   9.2. Shortage of skilled labour
10. Industrial shifts
    10.1. Moving from an agriculture based economy to industrialized economy
11. Population shifts
    11.1. Growth / decline
    11.2. Low/ high MIZ

Appendix E: PowerPoint Slides

Following are the PowerPoint slides used throughout this project.

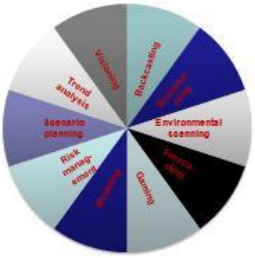
Rural by Design

Pre-Meeting Assignment

Sample of Future Planning Tools

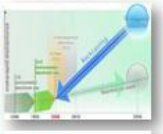
Introduction

- There are many techniques used for future planning. Here are just some of them, including their related definitions and examples:



Backcasting (eco-history)

- A process of starting from a vision of success, then looking back to today to identify the most strategic steps to achieve success. http://wearearising.org/2009/01/13/backcasting/



The Green Workplace gives examples of Backcasting:

- The Architecture 2030 Challenge, a global initiative stating that all new buildings and major renovations reduce their fossil-fuel GHG-emitting consumption by 50% by 2010, incrementally increasing the reduction for new buildings to carbon neutral by 2030.
- The Kyoto Protocol requires industrialized nations to reduce their greenhouse gases by 5.2 percent compared to 1990.
- Sony, Nike, Nokia and nine other multinational companies have signed a declaration in support of a 50% reduction in global greenhouse gas emissions by 2050, echoing similar calls being made by UN scientists and EU leaders during international climate negotiations. http://www.thegreenworkplace.com/2008/12/green-word-of-day-backcasting.html

Brainstorming

- The generation of new ideas by means of a small group assembled to think creatively about a topic. Group members are encouraged to build on each other's ideas and withhold criticism. Brainstorming is useful in identifying possibilities, opportunities, and risks. http://www.wfs.org/node/406

Examples of where and how Brainstorming is used:

- Last year, and for the sixth consecutive year, Wireless-Life Sciences Alliance sponsored the Convergence Summit in San Diego where brainstorming was used to advance wireless and mobile solutions in healthcare. http://www.businesswire.com/news/home/20110223006388/en/Brainstorming-Future-Healthcare

- International Energy Agency (IEA) conducted an Informal Brainstorming Meeting in Paris entitled *IEA World Energy Outlook 2007: China and India Insights* with a focus on the Implications for Energy Markets and the Environment. http://www.iea.org/work/workshopdetail.asp?WS_ID=346

Environmental Scanning

- A systematic method of looking for drivers that influence the future. The process can be passive or active, continuous or occasional. "Environmental" here is not restricted to the natural environment, but covers all types of environment. Often abbreviated to just scanning. http://www.audiencedialogue.net/gloss-fut.html

Examples of where and how Environmental Scanning is used:

- Based on Scanning, San Diego State University observes a trend of declining consumption of coffee. http://www-rohan.sdsu.edu/~renglish/370/notes/chapt03/index.htm
- The Performance Management Branch of the Ministry of Finance (Government of Saskatchewan) uses Environmental Scanning as a key component of ministry planning processes that provides the foundation for the development of strategic, financial, performance, and workforce plans. http://www.finance.gov.sk.ca/PlanningAndReporting/EnvironmentalScanGuidelines.pdf
- Public Safety Canada (Government of Canada) uses Environmental Scanning as part of its integrated approach to Emergency Management Planning. http://www.publicsafety.gc.ca/prg/em/emp/emp-2010-11-eng.aspx

Forecasting

- Predicting that an event will happen, to a defined extent, and sometimes with a defined probability. Forecasts are usually applied to short-term futures - no more than a few years ahead. A forecast is considered to be less certain than prediction, but more certain than conjecture or anticipation. http://www.audiencedialogue.net/gloss-fut.html

Example of where and how Forecasting is used:

- The Economic Forecasting Center of Georgia State University holds conferences at the end of February, May, August and November. Each half-day conference features a detailed analysis of the economic outlook for the nation, Southeast, Georgia and Atlanta. http://robinson.gsu.edu/efc/conferences.html

Gaming

- The simulation of a real-world situation by means of humans playing different roles. For example, in war games, real soldiers may become actors in a mock battle, which helps them to understand what actual combat is like and helps generals to test out alternative strategies and tactics they may later use. http://www.wfs.org/node/408

Example of where and how Gaming is used:

- TheDesignspace notes the rationale of Role-Playing Games in, among other areas, futuring and how they provide a safe environment in which to explore an issue. http://thedesignspace.net/MT2archives/000639.html#.TzL9DIGLLjM

Modeling

- The use of one thing (the model) in place of something else that is more difficult or impossible to experiment with. For example, using a set of mathematical equations to represent a complex system, then putting the model into a computer and using it to simulate the behavior of the system under a variety of conditions. For example, a model of the U.S. economy might show the possible effects of a 10 percent increase in taxes. http://www.wfs.org/node/407

Example of where and how Modeling is used:

- In the Spring of 2007, MIT OpenCourseWare offered a course on Regional Energy-Environmental Economic Modeling with a policy perspective. http://www.core.org.cn/OcwWeb/Urban-Studies-and-Planning/11-942Spring-2007/CourseHome/index.htm

Risk Management

- A coordinated set of activities and methods that is used to direct an organization and to control the many risks that can affect its ability to achieve objectives. http://www.praxiom.com/iso-31000-terms.htm

Example of where and how Risk Management is used:

- The Organization for Economic Co-operation and Development (OECD) uses Risk Management on many issues such as agriculture, environment, etc. http://www.oecd.org/newsearch/0,3766,en_2649_201185_1_1_1_1_1,00.html?q=risk+management&sa=Search&cx=012432601748511391518%3Axzeadub0b0a&cof=FORID%3A11&ie=UTF-8
- The Treasury Board of Canada Secretariat works on and provides various policy documents and publications centered on Risk Management. http://www.tbs-sct.gc.ca/pubs_pol/dcgpubs/riskmanagement/siglist-eng.asp

Scenario Planning

- A brief description of a possible future. This is known as a snapshot scenario, because it's like a snapshot or photo of the future. A slightly different meaning, also used in futures studies, is that a scenario is a description of the route from now to a possible future. This is known as a chain scenario. http://www.audiencedialogue.net/gloss-fut.html

Example of where and how Scenario Planning is used:

- Future Scenarios uses Scenario Planning to build what it calls the Four Global Climate Change & Energy Descent Scenarios based on the interaction of energy and climate over the next 10 - 30 years. http://www.futurescenarios.org/content/view/27/46/
- The International Institute for Sustainable Development uses Scenario-Based Planning relative to a changing climate in the Bras d'Or Ecosystem. http://www.iisd.org/publications/pub.aspx?id=1252

Visioning

- The systematic creation of visions of a desirable future for an organization or an individual. Typically, this procedure starts with a review of past events and the current situation, moves on to envision desirable futures, and concludes with the identification of specific ways to move toward the desired future. http://www.wfs.org/node/410

Example of where and how Visioning is used:

- The Rotary Foundation has adopted a Future Vision Plan as its new grant model to support club and district humanitarian and educational projects. http://www.rotary.org/en/AboutUs/TheRotaryFoundation/FutureVision/Pages/ridefault.aspx
- Building Futures has identified current social, economic and technological trends and how they might influence the design of healthcare environments over the next 20 years. http://www.buildingfutures.org.uk/assets/downloads/pdffile_1.pdf

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Rural By Design

Working Meeting

An Exploration of Futures-Oriented Planning Approaches
Facilitated by RDI
For
MAFRI staff
At Brandon University
Feb 27, 2012

Rural by Design Working meeting

WARM-UP EXERCISE & INTRODUCTIONS

Rural by Design Working meeting

WELCOME AND OVERVIEW

Rural by Design Working meeting

INTRODUCTION TO FUTURES-ORIENTED PLANNING APPROACHES

Welcome & Introductions

Rural By Design:

Objectives of Working Meeting & Assignments

Instructions:

- Read questions, read PPT slides, review YouTube videos, write down your answers, and come prepared to discuss your answers on Feb 27 meeting

Session	Self-directed Assignment (2 hours)
Objectives	*Build knowledge*
Aware of a range (can list 3) of future planning techniques.	• PPT – Sample of Future Planning Tools
Understanding of the extent to which activities (in their mandated position) relate to the future	• An example relevant to RED: Palliser Region, Alberta: Palliser Futures Project (12:40) *NB: You can only watch the first 3-5 minutes.* • Chris Ryan: Victorian Food Supply Scenarios (1:16) Questions to ponder for the coming Working Meeting: 1. List up to three examples within MAFRI of futures planning 2. How will a better understanding of scenario planning benefit your MAFRI work?
Have had the experience of creating a scenario, have a sense of some of the key questions to ask in order to build a scenario on their own.	• Paul Schoemaker, Ph.D.: Why Scenario Planning (3:02) Question to ponder for the coming Workinst Meetung: 3. How do you relate the rationale of scenario planning to what you do?
Have had the experience of using a scenario, have a sense of the practical applications of scenario planning.	• Paul Schoemaker, Ph.D.: Using Scenario Planning to Prepare for Uncertainty (1:44) Questions to ponder for the coming Working Meeting: 4. What uncertainties do you sense in relation to the future of the community you serve? 5. What role might scenario planning play in preparing for those uncertainties?
List of possible next steps in the rural by design zone	•

Sustainable development is…

"development that meets the ***needs of the present*** without compromising the ability of ***future generations*** to meet their own needs"

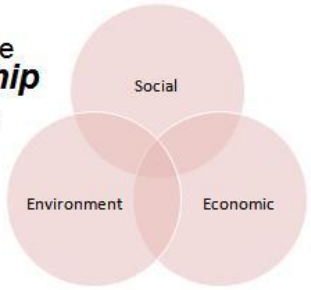
Brundtland Commission,
"Our Common Future"

http://www.un-documents.net/wced-ocf.htm

OUR COMMON FUTURE
THE WORLD COMMISSION ON ENVIRONMENT AND DEVELOPMENT

Sustainable development…

"…take account of the ***interrelationships*** between people, resources, environment, and development."

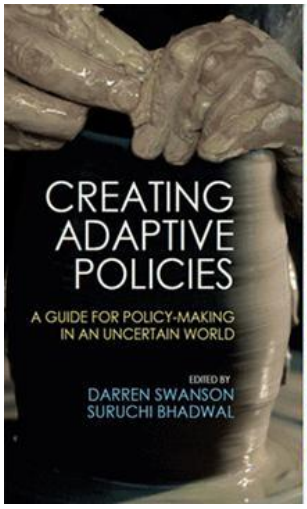


Core Abilities of Government

Futures analysis is at the core

- *"many individual, self-organizing elements* capable of responding to others and to their environment.
- *network of relationships* and interactions, in which the whole is very much more that the sum of the parts.
- A *change in any part* of the system, even in a single element, produces reactions and *changes in associated elements* and the environment"

- "system *cannot be predicted with complete accuracy*
- system is *always responding and adapting to changes and the actions of individuals*.
- At the same time, the *tendency of elements within the system to organize themselves offers opportunities* to bring out changes that benefit the system (Glouberman et al. 2003)."



Adaptive policies anticipate the array of conditions that lie ahead using:

(1)Integrated and forward-looking analysis
(2)Multistakeholder deliberation
(3)Automatic policy adjustments

Adaptive policies navigate toward successful outcomes in highly uncertain settings by:

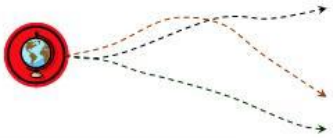
(4)Enabling self-organization and social networking
(5)Decentralizing decision-making
(6)Promoting variation in policy responses
(7)Formal policy review and continuous learning

Future Techniques

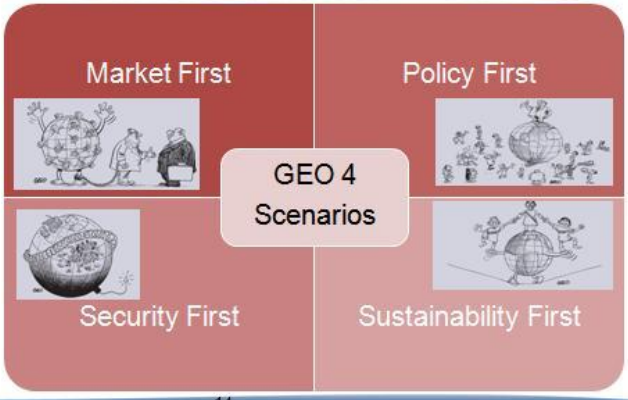
- There are many techniques used for future planning. Here are just some of them:

Backcasting / Visioning
Forecasting
Environmental scanning
Gaming
Modeling (Sensitivity analysis)
Risk management
Trend analysis
Scenario planning

Forecasting – Where is society going?



Example – UNEP Global Environment Outlook



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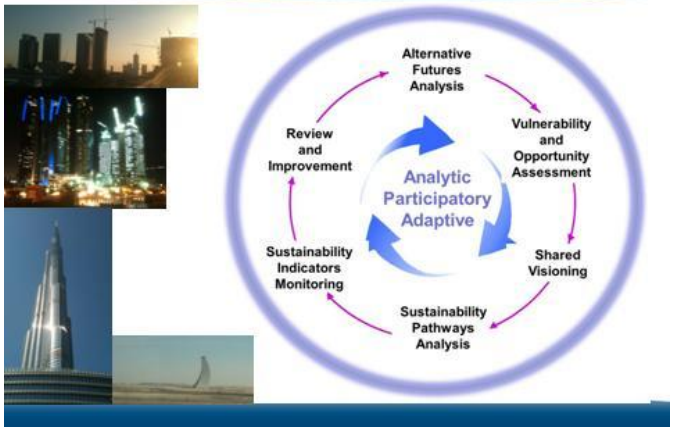
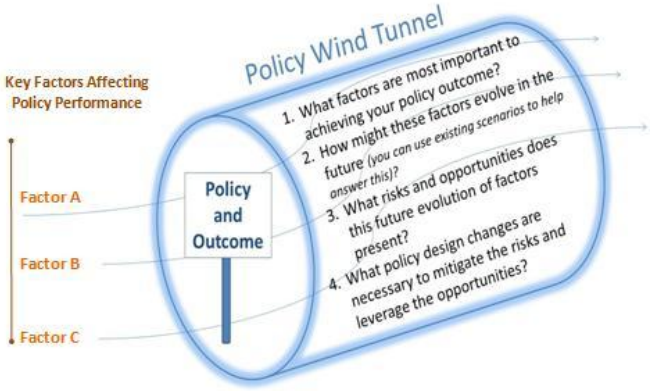
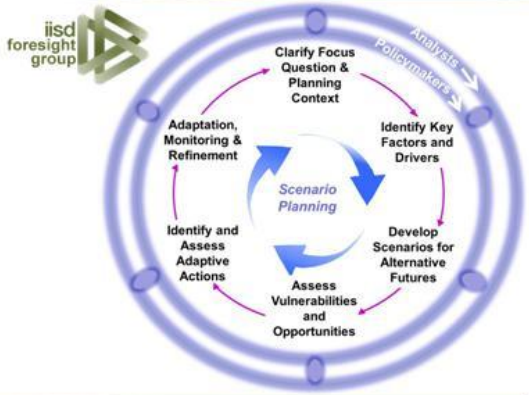
Back-casting / Visioning



Stress Testing





Futures Case Examples

Today's Agenda

- Rapid Scenario Planning Exercise as an illustration of one futures-oriented planning approach
  - ❖ **Step 1:** *Clarify the focus question*
  - ❖ **Step 2:** *Identify critical uncertainties*
  - ❖ **Step 3:** *Develop scenarios of the future and Identify Risks and Opportunities*
  - ❖ **Step 4:** *Identify Robust and Adaptive Actions*

Foresight — **Insight** — **Action**

Rural by Design Working meeting

SCENARIO PLANNING STEP 1: CLARIFY THE FOCUS QUESTION

Proposed Focus Question for this Illustrative Exercise

- ***'How will future socio-economic and ecologic changes affect the ability of MAFRI's Go Team to determine & achieve its goals and deliver its services in Southwest Manitoba and what actions will be necessary to mitigate risks and leverage opportunities?'***

Overview of Goals and Services

Goals
- Support economic development
- Building vibrant rural communities
- Support primary production
- Ag diversification
- Supporting environmental initiatives
- Entrepreneurship development

Services
- First impressions program
- CED programs
- Business development / entrepreneurship programs
- Support regional economic development groups ($ & guidance)
- Facilitate community planning

Example Focus Questions

AAFC Foresight Initiative
- *"By 2030, what will a world challenged by climate change require of the Canadian agricultural system to assure resiliency, sustainability and adaptability?"*

AAFC Eastern Ontario Farms to Regions draft focus question
- *How might future social, economic and ecologic conditions including climate change affect sustainability in Eastern Ontario and how might agricultural policies and practices help maintain environmental services and enhance the ability of stakeholders to adapt to change now and in the future?*

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SCENARIO PLANNING STEP 2: IDENTIFY CRITICAL UNCERTAINTIES

What socio-economic and ecologic factors are most important to your goals and service delivery in southwest Manitoba?

- Address this question in groups of 5
- You have 10 minutes to develop up to ten factors
- Place one factor per post-it note

Which of these are most uncertain in terms of how they might evolve? Which are most important?

- As a group, place your ten factors at the appropriate location on the uncertainty versus importance graph on the wall
- You have 10 minutes
- Be prepared to present your results

Examples - Drivers

Example Drivers

Key drivers shaping the future of the Palliser Region
(as determined by workshop participants)

1. Lack of water
2. Resistance to change conservative thinking
3. Need for Innovative entrepreneur thinking
4. Lack of critical infrastructure (hard and soft)
5. Economic and market volatility (fuel and agriculture)
6. Rural land use framework
7. Information and communication technologies
8. Renewable energies
9. Youth out-migration
10. Changing demographics and culture
11. Aging population
12. Market access for agriculture
13. Economic decline in US
14. Growth in the power of developing countries
15. Wealth of the natural landscape
16. Health of non-profit social capital
17. Global climate change
18. Cost and access to education
19. Over-regulation
20. Quality of life/safety

Summary – deliberations at 2009 Scenario Planning Workshop

Examples - Critical Uncertainties

- **Climate Change Impacts** focuses on the timing, extent and severity of changing climate conditions on agriculture. Will climate change impacts be gradual and fall within our expectations (e.g., IPCC) or will climate change impacts be abrupt and disruptive falling outside our expectations?
- **Geopolitics** focuses on the level of stability and cooperation in the global political and economic system. Will geopolitics function in a fragmented, chaotic manner or will geopolitics function in an integrated, orderly manner?

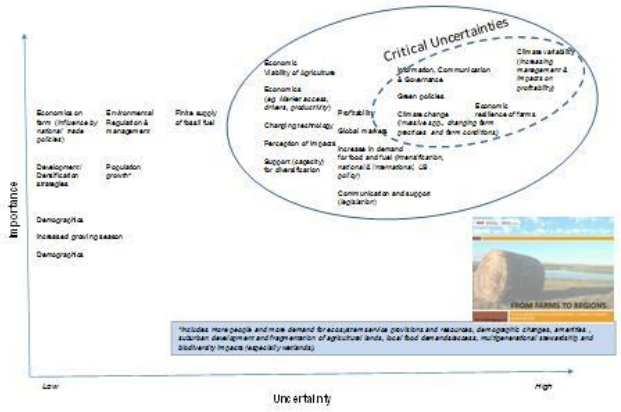
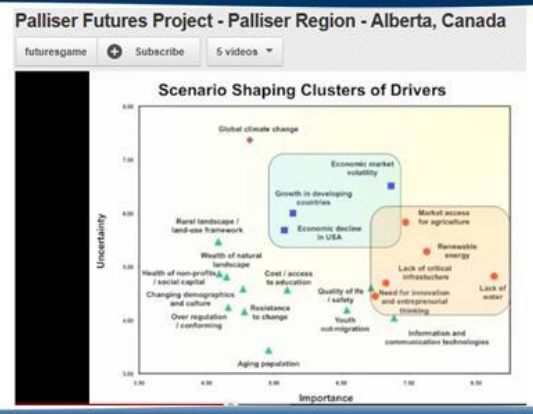


Figure 2 Relative importance and uncertainty ranking of impacts of key drivers mapped by workshop participants.

Examples - Critical Uncertainties



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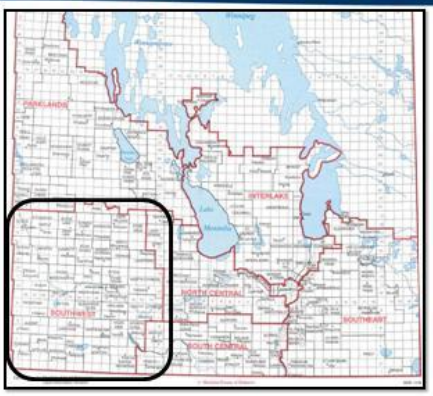
SCENARIO PLANNING STEP 3: DEVELOP SCENARIOS OF THE FUTURE

You are in the year 2030…

- A scenario based on population projections for southwest Manitoba will be presented
- Your task will be to answer the following:
  - what might be the impact (- and +) on your goals and service delivery in southwest Manitoba?

Your Working Scenario Region Map



Southwest Economic Region Includes:

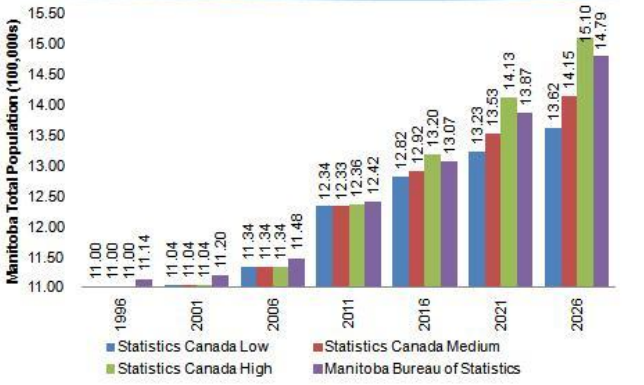
Rural Municipality	39
First Nation	6
Town	17
City	1
Village	5

Assumptions

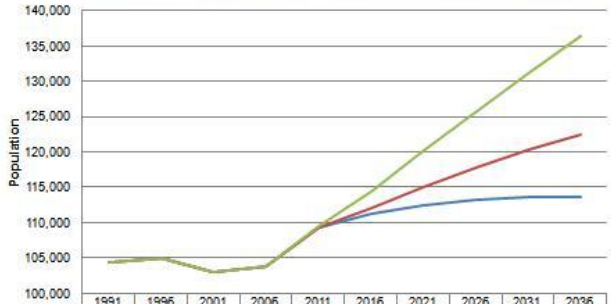
Components	MBS	Stat Can (medium)
Fertility Rate	Remain constant 1.80	Remain constant 1.7
Net International Migration	+10,300 by 2009 then +1,000 every 2 years	7.5/1,000 (based on average annual rate 1991-2008)
Net Interprovincial Migration	-3,000 for the projection period	1.53/1,000
Life Expectancy at Birth - Male	+0.9 years	84.0 years
Life Expectancy at Birth - Female	+1.8 years	87.3 years

RDI calculation of the individual communities assumed that their proportions of the province would be consistent with a linear trend based on 1991, 1996, 2001, and 2006 census values.

Comparison of Statistics Sources

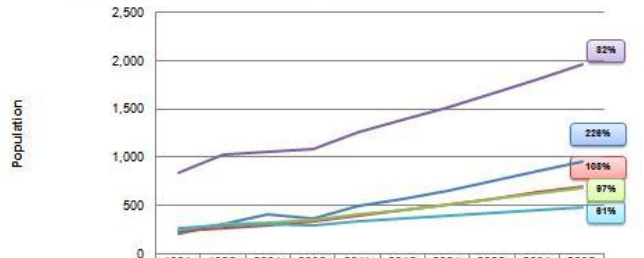


Projection of Southwest Economic Region



	1991	1996	2001	2006	2011	2016	2021	2026	2031	2036
Low	104,328	104,972	103,025	103,700	109,212	111,161	112,361	113,238	113,690	113,664
Med	104,328	104,972	103,025	103,700	109,203	112,098	114,943	117,678	120,191	122,456
High	104,328	104,972	103,025	103,700	109,451	114,466	120,040	125,595	131,019	136,387

Projection of Southwest's Fastest Growing Communities

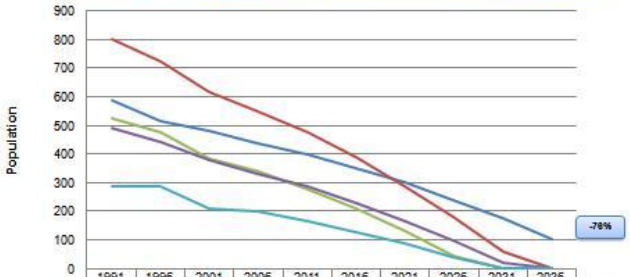


	1991	1996	2001	2006	2011	2016	2021	2026	2031	2036
Keeseekoowenin 61	208	305	402	357	487	568	655	749	848	952
Rolling River 67	228	265	290	336	392	446	504	565	630	699
Birdtail Creek 57	249	306	317	345	405	453	505	560	618	678
Sioux Valley	845	1,030	1,050	1,079	1,260	1,386	1,520	1,662	1,811	1,965
Oak Lake 59	259	290	303	295	337	363	389	417	445	474

Medium Growth Scenario, exceptional communities are determined by the % change from 2006 to 2036f

Projection of Southwest's Slowest Growing Communities

Brenda, Ellice, Albert, Waskada, Winchester



	1991	1996	2001	2006	2011	2016	2021	2026	2031	2036	
Hamiota	590	515	479	437	400	353	300	241	175	104	-100%
Brenda	801	726	616	549	477	387	288	178	58	0	-100%
Albert	526	475	382	339	277	207	130	45	0	0	-100%
Archie	490	441	378	330	286	229	167	98	22	0	-100%
Waskada	289	288	208	199	165	128	87	42	0	0	-100%

Medium Growth Scenario, exceptional communities are determined by the % change from 2006 to 2036f

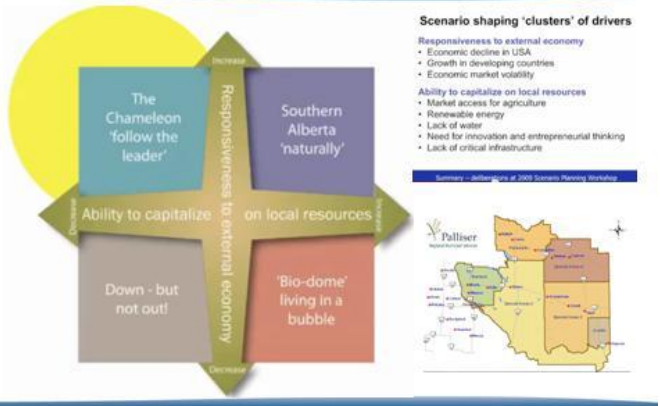
Your Task - You are in the year 2030…

- **Considering the population projections presented, what might be the impact (- and +) on your goals and service delivery in southwest Manitoba)?**
- In your groups, you have 15 minutes
- Record your results on a flipchart and be prepared to present in plenary…

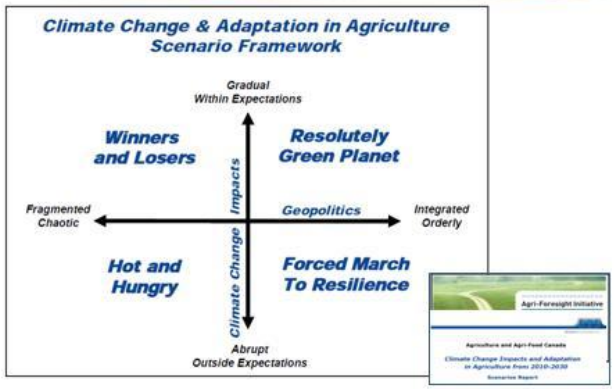
Impacts

Negative Impacts	Positive Impacts
• ….	• ….

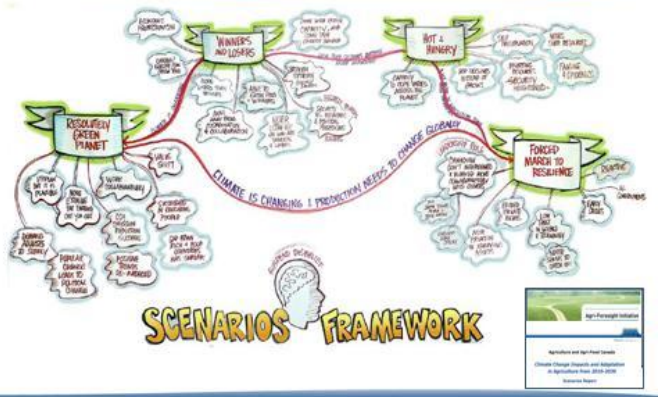
Example Scenario Framework (Palliser)



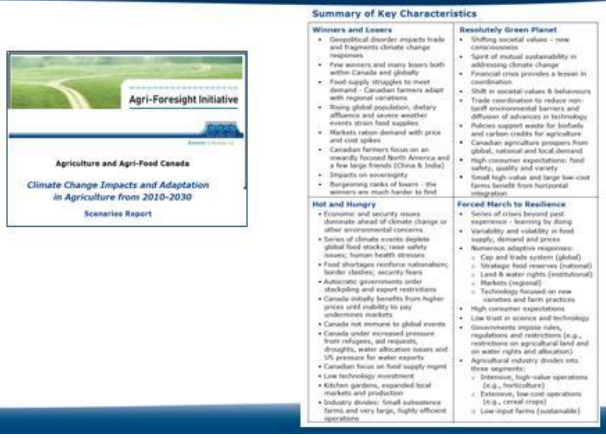
Example Scenario Framework (AAFC Foresight Initiative)



Example Scenarios



Example Scenario Narratives



Your Task

- **Given the impacts (- and +) identified before lunch, what actions will you need to take to mitigate the risks and leverage the opportunities?**

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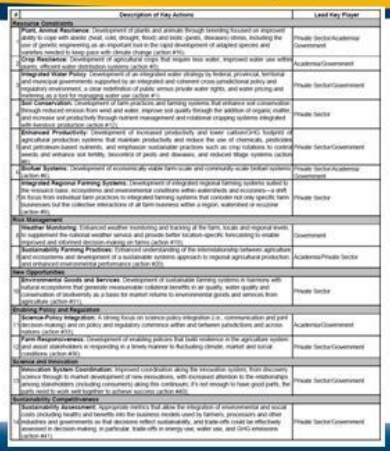
SCENARIO PLANNING STEP 4: ACTIONS TO MITIGATE RISKS AND LEVERAGE OPPORTUNITIES

Actions

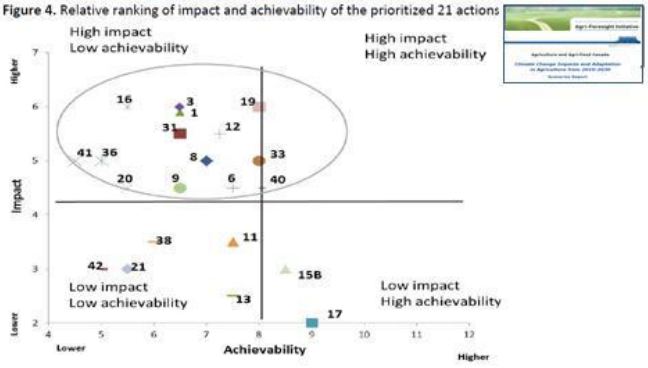
- Impact: increased demand for services
  - Actions: online delivery of services
    - Not all potential users have equality of access or knowledge
    - Could be a new service to coach / teach use of new technology
  - Actions: arrange frontline staff to be generalists or specialists
    - Resources determine the choice between breadth or depth
    - i.e. smart decline
  - Actions: Network with other organization / regions
    - Value chain planning
  - Actions: Sharing critical economic development / planning information
- Impact: decreased demand for services
  - Actions: rebranding the community

Example Actions



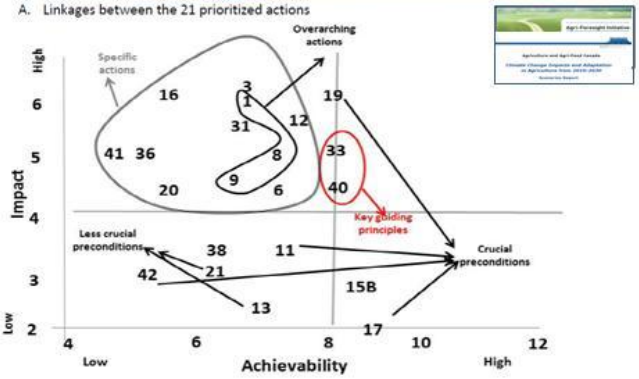
Example Actions - Ranking

Figure 4. Relative ranking of impact and achievability of the prioritized 21 actions



Example Actions - Ranking

A. Linkages between the 21 prioritized actions



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REFLECTIONS AND NEXT STEPS

Questions

- How might scenario planning and other futures-oriented planning approaches be applied at MAFRI?
- What are the priority areas for applying futures planning approaches at MARFI?
- What are the next steps for the Rural by Design initiative?
  - What would be the long-term outcomes on the landscape as a result of using futures oriented planning approaches across Manitoba?
  - Other questions…

Questions

How might scenario planning and other futures-oriented planning approaches be applied at MAFRI?

- What does the Cadillac scenario look like? ….depends on the need of the agency
- There are multiple agencies with multiple geographies / strategies / plans
- Who is the intermediary? Who is the keeper of the plan? Keeps other players accountable?
- Research question: is there a way to search out an agency / organization to play this role
- Multi-stakeholder council
- MAFRI needs to determine who are the intermediaries across the province
- Decide the overall purpose: to teach MAFRI to plan for the future or to teach MAFRI to interact with other organizations to enact plans
- Credit Unions / MB Hydro want to work with community resilience, but have trouble knowing who to go to
- Regional focused actions / initiatives, all stakeholders at the table
- Could be useful as a tool in the tool box, comfortable with being able to take the lead
- Gain buy-in of the government representatives
- The longer term scenarios need to be aware of the fact that the world and people around the table change
- Can be a tool for the purpose of looking at the next steps
- Specific industry / organization scenario planning sessions can be useful for the Crown Lands management planning
- Could be useful for the 5 year committee to look at this to develop in-house expertise in scenario planning for in-house and in communities

Questions

What are the priority areas for applying futures planning approaches at MARFI?

Next Steps

RDI's Potential Next steps

- refine the statistical info, make the data more meaningful for diverse users
- Stats need to be proofed, truthed and interpreted
- provide real world examples in plain English, examples of real life, local successes
- Developing models or methods, or guides of training around the process of planning (including a template for how to set up the stats)
-
-

Evaluation Forms

Paper

Electronic

www.ruralbydesign.wordpress.com/2012/02/22/feedback_form/

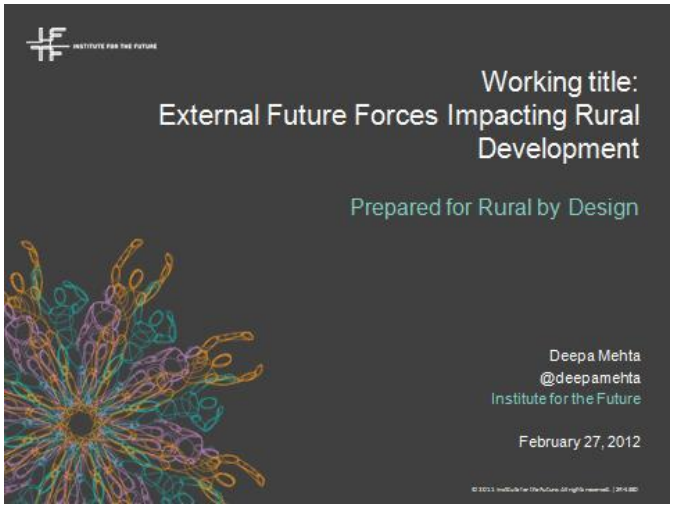
Invitation will be sent tomorrow

Post Working Meeting Assignment

- Password protected
- 5 quick parts
- Help you harness your new knowledge
- Help us understand how successful we were in helping prepare you

Post working meeting assignment prt1 of 5

http://ruralbydesign.wordpress.com/2012/02/22/pwma1/


Working title:
External Future Forces Impacting Rural Development
Prepared for Rural by Design
Deepa Mehta
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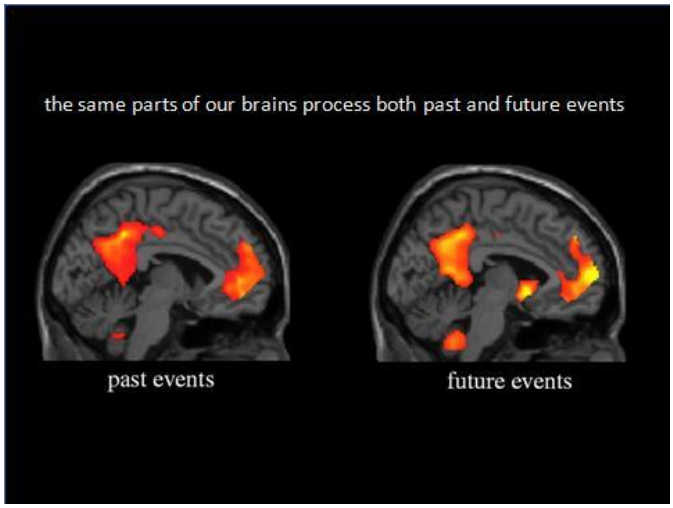
Institute for the Future
February 27, 2012


the same parts of our brains process both past and future events
past events
future events


our roots
Founded in 1968
Spin-off of the RAND Corporation
Methodologies to forecast the future, applied to business, government, and non-profits
3 Pioneers:
Paul Baran
Olaf Helmer
Jacques Vallee


TEN-YEAR FORECAST
A story from the future that provokes insight in the present


ten-year forecast
THE FUTURE
is a high resolution game
THE CARBON ECONOMY
CITIES IN TRANSITION
THE WATER ECOLOGY
ADAPTIVE POWER
MOLECULAR IDENTITY


technology horizons
BLENDED RE
the future of
lightweight innovation
ROBOT RENAISSANCE

health horizons

global food outlook

FoodWeb 2020

LUNA

our methodologies

- Signals Scanning
- Mapping
- Ethnographic techniques
- Expert workshops & interviews
- Scenario development & analysis
- Surveys & quantitative analysis
- Content facilitation
- Prototyping/artifacts
- Gaming & collaborative forecasting

maps

scenario development & analysis

collaborative futures

Our Process

foresight to insight to action

Foresight
A plausible, internally consistent view of the future.

Insight
An "Aha" moment that provokes action.

Action
A clear, compelling way forward that can help you get there early and win.

15

Future Forces

External waves of change, thinking 10 years ahead.

Signals

Indicators from the present that reveal the unevenly distributed future.

4 Future Forces Impacting Rural Development

- Participatory
- Optimizing
- Adaptive
- Anticipatory

Participatory Development

signal: new commons

Optimizing Development

signal: networked interventions

Adaptive Development

signal: smart decline

Anticipatory Development

signal: in situ predictive analytics

Thank You

Say Hi
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